

Cabinet Selection—Political Problems, 11/76-1/77

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WITHDRAWAL SHEET (PRESIDENTIAL LIBRARIES)

FORM OF DOCUMENT	CORRESPONDENTS OR TITLE	DATE	RESTRICTION
Note	Katz (MA) to Pres. Carter, w/attachments, 7 pp. Re: Suggestions for Cabinet	11/22/76	C
Memo	Katz (MA) to Pres. Carter, w/attachments, 4 pp. Re: Further suggestions for Cabinet	11/26/76	C
Memo	Watson to Carter, 14 pp. Re: Cabinet appointments	12/4/76	C
Memo	Lipshutz to Pres. Carter, w/attachments, 10 pp. Re: Candidate for Attorney General <i>Open 8/19/92</i>	12/8/76	C
Memo	Ross to Carter, 2 pp. Re: Secy. of Defense	12/17/76	C
Memo	Moore (Spec. Counsel) to Carter, Kirbo, & Lipshutz, w/attachments, 13 pp. Re: Financial Disclosure	1/13/77	C
Notes	Re: Potential Cabinet Appointments	n.d.	C

FILE LOCATION

Carter Presidential Papers, Staff Offices, Office of Staff Secretary, Pre-Presidential Handwriting & Transition File, Cabinet Selection, Political Problems, Box 1
11/76-1/77.

RESTRICTION CODES

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December 7, 1976

C

Governing

A few points and observations on the last two day meetings.

1. The Economy - I think your instincts about ~~rebuilding~~ ^{rebuilding} consumer confidence is absolutely right as is your skepticism toward the taxcut proposals. I don't think most of the economic packages have really taken into account the complexities and changes in consumer attitudes. I would like ten minutes at some point to make some comments about this.
2. ~~General Tone of Meetings~~ ^{General Tone of Meetings} - I sense ~~that~~ ^{from} the meetings last night and today that there is too much acceptance of the structure of the status quo, that basic programs are to be continued and new programs added. There seems to be a lack of understanding of your approach; an unwillingness to challenge the premise and operations of present goals and programs. There seems to be a lot of attention paid to tinkering rather than proposing bold and innovative approaches to these policy issues. It seems that these stacks of bright and able people need a sensitizing to your philosophy since it is not that of a traditional Capitol Hill liberal and to how and why you were elected. ^{As} You said "we need to better spend what we have rather than have a lot of new programs".
3. Appointments - We may have the beginnings of a political problem over major appointments. Over the last several nights the interviewing and consideration of Patricia Harris, Warnke, Callitane, Dunlop, Schultze, and of course Vance has led to the surfacing of a media (particularly TV) theme best summarized by Cronkite's comment Tuesday Night "Jimmy Carter who pledged to bring in a government of new unknown faces has turned to well known Washington figures..." I suspect that if a number of these people are appointed - particularly first, that no matter how brilliant and able they are, the press and other potential adversaries will argue:
 - 1) Carter who was elected the outsider has been captured by the "insiders." (over)

- 2) Many Carter Cabinet officials are holdovers from the 1960's.
- 3) Carter has again floundered on promises.

I am not arguing any position on Cabinet ~~appointments~~ ^{appointments}, I have ultimate confidence in your judgment but I am concerned about heading off any potential political problem early. The signs of a drum beat on this point seems to be starting. I am concerned that the perception may build up and set in creating a situation where the focus is on one kind of appointment and the bold new appointments are overlooked in an effort to attack you. As we learned in the campaign with the Fuzziness charge, once a perception, whether accurate or not, gains credence that it's very difficult if not impossible to alter.

Fostering such a perception would be advantageous for potential Democratic opponents and Republicans, for one of the strongest reasons people supported you was the belief that you were an outsider who would "clean house" in Washington. A belief that you were acting in a contrary way might well undermine long term credibility and popularity. I may be premature on this question but I think we need to consider nipping the problem in the bud perhaps by timing or other actions.

One last point on appointments, do not ignore the need to show sensitivity to considering Catholic Ethnics and Southerners particularly given the pledge for seeking Blacks and women for appointment.

4. HEW - Education - You asked the group to suggest names for the major sub posts in this department. I have one name that ought to be considered for Education. I have given the name Fred Schultz to Narn and Gordon. He is from Jacksonville, was Speaker of the House, led reorganization efforts in Fla, is a successful businessman, and was involved in Education matters heavily in the legislative chairing that committee. In 1973 Schultz led a Citizens Committee in Florida to restudy the whole question of purpose, structure, and financing of Education in the State. The Commission produced about 105 recommendations in these areas of which the legislature accepted over 90 involving the entire restructuring of Education. The Ford Foundation has adopted his plan as a model for other states and has had Schultz speak in other places including recently the Georgia legislature. I think you and particularly Rosalynn met Schultz and his wife Nancy at the August fundraiser in Plains. I have additional information if you desire. I doubt that Schultz is interested in any other post and I doubt he would leave private life to do this unless there was an opportunity to review every aspect of Education and reorganize it.

Best Pat

Send one copy each to Hamilton Jordan and Jack Watson

*Greg -
cc: Watson, Ham
J*

The Brookings Institution



~~Original to Carter's file~~

1775 MASSACHUSETTS AVENUE N.W. / WASHINGTON D.C. 20036 / CABLES: BROOKINST / TELEPHONE: (202) 797-6000

Governmental Studies Program

November 22, 1976

MEMORANDUM FOR PRESIDENT-ELECT CARTER

Based on our Friday telephone conversation, I will be sending you a series of memos on aspects of organizing the presidency. Tomorrow I will write on White House staffing arrangements.

This one deals with a dilemma that is unique to your transition. It concerns the problem of picking Cabinet officers for the eleven existing departments while, at the same time, being committed to a government reorganization that is likely to produce less than eleven departments, possibly as few as eight. In other words, how do you divide eleven into eight without creating serious personnel problems and adding to the forces that will resist change?

Without meaning to overdramatize: Consider that after reorganization, say six months into your administration, you could be faced with the need to fire or reassign several dozen of your own top appointees and that all the top jobs are already filled.

*Prior
commitments
to accept
xfer or
demotion*

The fact that there were Cabinet and sub-cabinet officers in place adversely affected LBJ's efforts to consolidate the Departments of Commerce and Labor, and later Nixon's efforts to reduce the number of domestic agencies. It would be unusual to expect such officials to be enthusiastic about reorganizing themselves out of their jobs.

Both the Heineman Committee (LBJ, 1967) and the Ash Council (Nixon, 1970) proposed essentially similar plans for functional reorganization of the domestic agencies. The Heineman group suggested domestic departments for (1) Social Services, (2) National Resources and Development, (3) Economic Affairs, and (4) Science and Environmental Preservation (this was before the energy crisis). The Ash Council wanted departments of (1) Natural Resources, (2) Human Resources, (3) Economic Affairs, and (4) Community Development.

Your timetable is particularly important. If you wish to set up a task force and design a reorganization from scratch, the job could take up to a year. This would support picking your Cabinet members along traditional lines--since you would not wish to operate for a fourth of your term on the basis of anticipated changes. However, if you wish to accept the basic premises and research of the Heineman and Ash groups, you probably could make the necessary modifications in three months or less. In this case, you might consider a somewhat different type of Cabinet.

No matter how you pick your Cabinet, there are compelling reasons for building on the Ash Council work: (1) Functional regroupings make the most sense, which, I believe, was your experience in Georgia; (2) The Ash Council did quality research, which it is not necessary to duplicate; (3) The recommendations provide for a total approach, which is superior, in this case, to incremental change; (4) It allows you to move very quickly, when you have the least resistance and the greatest chance of success.

In examining the Heineman-Ash proposals, the Cabinet can be divided into two categories:

The Inner Cabinet--State, Defense, Treasury, and Justice. These departments remain unchanged and Cabinet members can be selected without regard for future reorganizations. When picking an HEW Secretary you could also put the department in this category since it is likely that HEW will be the core of a new department of Human Resources or Social Services, and your HEW Secretary would be the presumptive head of the new agency.

The Outer Cabinet--Commerce, Labor, Agriculture, Transportation, Interior, and HUD. These are the departments (along with HEW) that are likely to form a new configuration through reorganization.

At the very minimum, all these appointees should be fully informed in advance of your dedication to a reorganization, that consolidation might eliminate their departments within months, and you should be satisfied that they are committed to this goal. I should add that on this basis you could have problems getting the people you want for the "Outer Cabinet."

Assuming, however, a rather prompt reorganization, you may wish to try to finesse the problem of redundant Cabinet officers by picking (and even announcing that you are picking) persons who will serve only until reorganization, and whose responsibility (besides interim management) will be to evaluate their departments, to help design the reorganization, and to work to bring about the reorganization.

For example, in the three "representational" departments--Commerce, Labor, Agriculture--you might pick distinguished individuals, possibly from the ranks of the three occupations, who would lend their prestige

to reorganization, and are "stepping down" (financially) to accept temporary appointment. A prestigious corporate leader, for instance, might take a leave from his company to handle the Commerce portfolio during the reorganization period. On this basis I feel confident you could get anyone you want (assuming possible conflict-of-interest questions were resolved with the Congress in advance).

In one or two cases--I particularly have in mind Coleman of Transportation, possibly Usery of Labor--you might consider asking a respected Cabinet officer to stay on for several months to run the department until the reorganization.

In short, the problem that faces you in this area is to insure, in every way possible, that your Cabinet officers who are the most affected by reorganization--and potentially have the most to lose--will be working positively to bring about the reorganization that you send to Congress.

Respectfully submitted,


Stephen Hess

Brookings Office: 202/797-6075
Home: 202/966-3430
US Mission to UN Office: 212/826-4569

FO ATL

*I talked to
Hammond re this
J*

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PMS PRESIDENT ELECT JIMMY CARTER

PLAINES GA

AS GOVERNORS OF THE WESTERN STATES WE HAVE A KEEN INTEREST IN YOUR PENDING SELECTION TO THE SECRETARY OF THE INTERIOR. WHILE ALL CABINET POSTS ARE IMPORTANT, THIS ONE AFFECTS THE WESTERN STATES IN A UNIQUE MANNER AS MOST OF THE NATIONS LAND HOLDINGS, WILDLIFE AREAS, PARKS, ORIGINAL AMERICANS AND STOREHOUSE OF NATURAL RESOURCES ARE LOCATED IN THE WESTERN STATE. SINCE THE DECISIONS MADE BY THE SECRETARY OF THE INTERIOR HAVE PROFOUND IMPACT ON WESTERN STATES WE FEEL IT IS VITAL THE PERSON YOU CHOOSE BE INTIMATELY FAMILIAR WITH THIS AREA OF THE COUNTRY.

WHILE THERE ARE A NUMBER OF QUALIFIED PERSONS IN THE WEST,

WE STRONGLY URGE YOU TO GIVE SERIOUS CONSIDERATION TO PRESENT OR PAST WESTERN GOVERNORS FOR THIS IMPORTANT POST. WE ACKNOWLEDGE YOUR RECOGNITION THAT FROM AMONG THE NATIONS GOVERNORS, COMES AMERICAS TOP ADMINISTRATIVE TALENT. BECAUSE OF THEIR JOBS THEY HAVE HAD TO BE TOUGH ADMINISTRATORS AND BE RESPONSIBLE TO THE PUBLIC FOR THE DECISIONS THEY HAVE MADE.

THEREFORE, IT IS THE RECOMMENDATION OF THE LISTED MEMBER OF THE WESTERN GOVERNORS CONFERENCE THAT YOU STRONGLY CONSIDER THE APPOINTMENT OF A PRESENT OR PAST GOVERNOR OF A WESTERN STATE TO THE IMPORTANT POST AS SECRETARY OF THE INTERIOR.

THANK YOU FOR YOUR CONSIDERATION SINCERELY

J S HAMMOND GOVERNOR STATE OF ALASKA, CHAIMAN WESTERN GOVERNOR CONFERENCE VICE CHAIRMAN GOVERNOR GOREGE ARIYOSHI HAWAII, GOVERNOR MIKE OCALLAGHAN NEVADA, GOVERNOR RAUL

CASTRO ARIZONA, GOVERNOR RICHARD LAMM COLORADO, GOVERNOR CECIL ANDRUS IDAHO, GOVERNOR THOMAS JUDGE MONTANA, GOVERNOR JERRY APODACA NEW MEXICO, GOVERNOR ROBERT STRAUB OREGON, GOVERNOR DANIEL EVANS WASHINGTON, GOVERNOR ED HERSCHLER WYOMING

CC

JACK WATSON C/O CARTER-MONDALE TRANSITION TEAM
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FROM: Maxie Wells, Plains

TO: Jack Watson
Susan Clough
Transition Group
HEW Building
Washington, D. C.

INFO:

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DTG: 080040Z DEC 76

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SPECIAL INSTRUCTIONS:

One copy each to Watson and Clough.

JC's talk with Hammond is all that has been done on this.

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HAWAII, GOVERNOR MIKE OCALLAGHAN NEVADA, GOVERNOR RAUL

CASTRO ARIZONA, GOVERNOR RICHARD LANK COLORADO, GOVERNOR
CECIL ANDRUS IDAHO, GOVERNOR THOMAS JUDGE MONTANA, GOVERNOR
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GOVERNOR DANIEL EVANS WASHINGTON, GOVERNOR ED HIRSCHLER WYOMING

CC

JACK WATSON C/O CARTER-MONDALE TRANSITION TEAM
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*I talked to
Hammond re this
J*

**CARTER - MONDALE
TRANSITION PLANNING GROUP**

P.O. Box 2600
Washington, D.C. 20013

*Stu
Let me have
the questions -
J*

MEMORANDUM - December 3, 1976

TO: Governor Carter
FROM: Stu Eizenstat
RE: Processes For Cabinet Selection

In addition to having cabinet secretaries who are intelligent, capable of forcefully presenting your case to the public, and with whom you are personally compatible, it is important to make sure that persons are appointed in every area who will strongly support your programs.

For this reason, if you decide to do any personal interviewing with prospective cabinet officers, it is imperative that you go into depth with them concerning your policy views.

On the other hand, if you decide that you do not wish to interview these persons in advance, you might wish to have us get up a series of questions for each cabinet department with someone whom you designate you could use as a base to interview these prospective cabinet members. These questions would likewise be available if you would like to have them for any personal interviews that you might wish to make.

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FROM: Maxie Wells, Plains
TO: Mr. Stuart Eizenstat
Transition Office
HEW Building
Washington, D. C.

INFO:

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DTG: 071926Z DEC 76

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TOR: 071949Z

SPECIAL INSTRUCTIONS:

Follow-up note:
Joanne called
aft. 12/7 -
question drafted
12/6 & given
to Ham to give
to JC.

CARTER - MONDALE
TRANSITION PLANNING GROUP

Conrad
Ham - J
P.O. Box 2600
Washington, D.C. 20013

H. Samuel

December 8, 1976

MEMORANDUM

TO: President-Elect Jimmy Carter

FROM: Bob Lipshutz

RE: Attorney General Selection -- U. S. District Court
Judge Leon Higgenbotham (Eastern District of
Pennsylvania)

I urge you to give very serious consideration to the possible appointment of Judge Higgenbotham to this cabinet position. In my own opinion, he has risen very high among the many people being investigated for this post.

In addition to the factual information and numerous comments which are included in the documents given to you, I believe that a personal interview would be extremely desirable. I have never met him personally, nor had I even heard of him prior to the commencement of the "search" process, but he seems to be an unusual and possibly outstanding person for this post.

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LEON HIGGINBOTHAM

1. Biographical Data.
2. Comments by Christopher, Sovern, Rose, Edelman,
Morgan, Young.
3. Interviews with:
 Ramsey Clark
 Ken Cushman and Barbara Mather
 Ernest Friesen
 Vernon Jordan
 Burke Marshall

A. Leon Higginbotham

Age: 48

Education: Antioch College B.A. 1949

Yale LL.B. 1952

North Carolina College LL.D. 1964

Field examiner-trainee NLRB, Chicago and Philadelphia, 1948; admitted to Pennsylvania bar, 1953; assistant district attorney Philadelphia County, 1952-54; partner Norris, Green, Harris & Higginbotham, Philadelphia, 1954-62; special deputy attorney general Commonwealth of Pennsylvania, 1956-62; special hearing officer for conscientious objectors U.S. Department Justice, 1960-62; commissioner Pennsylvania Human Relations Commission, 1960-62; commissioner FTC, 1962-64; U.S. District Judge Eastern District Pennsylvania, Philadelphia, 1964-; judge U.S. District Court, Virgin Islands, 1969. Vice Chairman National Commission on Causes and Prevention of Violence; professor sociology Wharton School, University of Pennsylvania; Trustee Yale; Thomas Jefferson University; National Council YMCAs of U.S.A.; Recipient National Human Relations award, National Conference Christians and Jews, 1968; William C. Menninger Memorial medallion, 1969; Samuel S. Fels award, School District Philadelphia, 1969; Russwurm award, National Newspaper Publications Association, 1969; named one of Ten Most Outstanding Young Men in America, 1964;

Vernon Jarrett

Wealth not needed to inspire children

NEW ORLEANS—“If you're going to write something about me, please mention that my mother was a domestic servant and my father was a black collar worker who didn't let their status interfere with their love for their children.”

Federal Judge A. Leon Higginbotham Jr. was absolutely serious. While this brilliant man is recognized as one of this nation's most accomplished black citizens, he wants his parents to get the lion's share of credit for all he has done in his 43 years and all the honors that he is certain to win in days to come.

“I can't say it too much,” he told me here at the Fairmont Hotel shortly before he was to be sworn in as the new Lord of Sigma Phi Epsilon, one of the country's most prestigious—though little known—fraternities of black professional men.

“WHENEVER WE'VE GOT to get the message across during this critical period that parents don't have to be rich or successful to inspire their children.”

The tall man with the vibrant, deep voice smiled continuously as he went

on. He is twice the second recipient of the William C. Manning Memorial Medallion from the Manning Foundation in Topeka, Kan.

IN 1935, Yale University Law School presented him its highest award to an alumnus, the Citation of Merit award. Higginbotham is cited in just about every Who's Who publication in America, and he is a member of the board of trustees or a director of 15 or more nationally recognized colleges, foundations, and societies, including the Smithsonian Institution and Yale University.

And how did it all happen for a young man of working-class parents? He does not hesitate to point his long finger and tell you in a refined, deliberate voice, “I was lucky enough to have two parents who inspired me all the way.”

A. Leon Higginbotham Sr., 75, and his wife, Emma, 71, live in the same house they have occupied for the last 55 years in Topeka. And their son wants the world to know that their achievements are no fluke.

“THEY'RE NOT LUCKY,” he said, despite all the luck that has come my way,” the smiling, but dead-serious judge told me. “And I want other parents everywhere to know that if they stick with their children and inspire them and discipline them, they will never regret it.”

Higginbotham spoke with a deep pride when he recalled seeing his mother go to work as a servant in the homes of wealthy whites, but he doesn't gloat over the fact that he has surpassed the children of some of the people in whose kitchen his mother toiled.

“My father was a painter in a factory,” he recalled. “Oh, he was really a wonderful man, a great man who never had a chance to show what he could do . . . but he really showed what he could do for me.”

WHEN FEDERAL Judge Higginbotham Jr. was introduced by the retiring president of the fraternity—known as the Grand Fire Archon—Wiley A. Branton, the distinguished civil rights lawyer from Arkansas and Washington, D. C., an audience of 600 of this country's most accomplished professional men and their wives became quiet. They sensed the challenge of the new leader's message.

He didn't disappoint them. He told the members of the 125-year-old fraternity—once described as “the fraternity of black talent”—that it was and is the obligation of the race to reach out and take “by the hand” one of its fortunate brothers and sisters and “show them the beauty of the successes that we have been providing for them.”

The response was a standing ovation.

FEDERATION is on a 101-mile journey. Colonel Mary McGree is taking a day off.

into a discussion not about his illustrious career but about the “crisis in inspiration” that plagues the inner cities of this country.

National recognition seems to have come easy for the Trenton, N. J., native since that day in 1932 when he earned a law degree from Yale University.

In 1934 at the age of 35, he became the youngest person in 50 years to be sworn in as a federal district judge. He has since received 14 honorary degrees and served as a lecturer or adjunct professor at many of this country's renowned universities, including Yale, the University of Michigan, the University of Pennsylvania, and the University of Hawaii.

BEFORE HIS appointment to the federal bench, Higginbotham was a partner in the Philadelphia law firm of Norris, Green, Harris, and Higginbotham. In 1955, he was a special deputy attorney general for Pennsylvania after having been chosen by the United States Chamber of Commerce as one of the 10 outstanding young men in America.

That same year, the 1956 United States Chamber of Commerce voted him the outstanding young man of the year, and he received the Arthur S. Flemming Award for the country's outstanding young man in government.

In 1964, the National Conference of Commissioners and Delegates named him its national chairman. He is married and, in

BEST COPY

Attorney General

LEON HIGGINBOTHAM

Black male, age 48, District Judge, Eastern District of Pennsylvania. He is seen as a brilliant legal technician, the most-mentioned Black male candidate for the Attorney General, Deputy Attorney General, or Solicitor General jobs.

Quotes:

"Best Black candidate in the country." -- Warren Christopher

"Good candidate. Would also be an excellent Solicitor General." -- Michael Sovern

"Brilliant guy, young, good on civil rights, liberal, untested as an administrator." -- David Rose.

"He is intelligent and articulate, one of the clearly outstanding Black attorneys and public servants in the country." Peter and Marian W. Edelman

"Competent, impressive, have heard nothing but good things about him. Has leadership qualities to run the Department," Chuck Morgan

"Extremely well respected by Black leaders and lawyers--not as well known by Blacks but no question he would be well received." -- Andrew Young.

Ramsey Clark -- former Attorney General, now practicing lawyer in New York City.

"Do not know him intimately, but am willing to give him a strong judgment."

"Highest regard for him: gentle and strong."

"Very humane and wise. Broadly thoughtful. Great wisdom and dignity if not super-intellect."

"Very fine lawyer . . . outstandingly good if not 'brilliant.'"

"A lot of common sense."

"Has not had a chance to demonstrate his administrative ability . . . but I believe he gets good grades in this area."

"Would be a fine Solicitor General . . . better than Thurgood Marshall."

Ken Cushman and Barbara Mather, practicing attorneys in Philadelphia, both have appeared before Judge Higginbotham.

"Highest opinion"

"Very bright"

"Highest moral standards"

"Handles people gracefully but with firmness"

"Does his homework"

"Great self-confidence, and decisive"

Ernest Friesen (Dean, Whittier College Law School, Los Angeles, California; former administrator, U.S. Court System.)

"Exceptional man . . . "

"In days of Johnson he was put on too many things and spread himself too thin, but usually did his homework, sometimes better than other times."

"At one point fell six months behind in his court docket and at that time did a very responsible thing by eliminating many of his outside activities and caught up with his work load."

"Extremely quick, and maybe a bit quick of temper, but usually using this in the right circumstances."

"He's a strong personality, and has courage about what he believes in."

"He's a good lawyer, certainly one of the upper 25% of lawyers in the country, which is the way I categorize excellent lawyers."

"He has respect for the need for management, though he is not a great manager."

"He may not understand management, but he respects it; he looks for advice and help in the management area, and he helped work out an information system for the court docket in Pennsylvania. He's as good a manager as anyone they've had in either the AG or Deputy AG position at Justice."

"He understands his limitations in management planning and asks for and accepts advice."

"A good solid lawyer, and would certainly do an exceptional job in either of the top spots at the Justice Department."

Vernon Jordan--Executive Director, Urban League.

"Have known him since 1961. He's top notch and fantastic."

"In regard to his administrative skills, he studied the backlog problem in the federal courts and suggested solutions."

"He manages his time well."

"He also teaches and writes."

Burke Marshall -- Deputy Dean, Yale Law School; former Assistant Attorney General in the civil rights division.

"He is a good judge, a very good judge, and runs a good court."

"Very imposing and effective man personally, and I think he would be a good administrator because of that. He would delegate and organize well."

"He would be good at anything he would attempt to do. He has a good, broad-based legal experience. I have high regard for him in every way."

"He would be an exceptional candidate."

MEMORANDUM FOR JACK WATSON

FROM: Dick Steadman

SUBJECT: The National Security Advisor and the Department of Defense

Governor: FYI - I think there are a couple of very important points in Dick's memorandum - Jack
8 December 1976

This memorandum starts from two premises. First, that the President-elect will have a Secretary of Defense who will be a strong leader of the Department, a thoughtful and creative architect of military strategy, and who will be the President's agent in dealing with the multiple pressures from the Chiefs, the Congress and citizens-at-large, regarding military affairs. Second, that he has identified candidates for his National Security Advisor with the requisite qualities of knowing how the bureaucracy works and how to deal with it, intellectual ability, ego sublimination, ability to maintain mutual confidence with the cabinet and sub-cabinet officials with and thru whom he must work.

The purpose of this memo is to suggest that another qualification be added to those considered necessary for the National Security Council position: that he be capable in terms of his force of personality, and his interest and experience, to represent the Presidential viewpoint in relation to the Department of Defense. This is the toughest but perhaps most important function of the NSC advisor.

Every NSC advisor, beginning with MacBundy, has been interested primarily in the foreign relations rather than the national security aspects of the position. While at times of crisis each has been required to deal with Department of Defense matters, he generally has not interested himself in helping the President oversee DoD affairs.

An important result of this is that there never has been adequate inter-agency input to the construction of the DoD program or to rationalizing the roles and missions of the military services. All Secretaries of Defense have been successful in protecting themselves and their Department from such scrutiny and review. The exception to this generalization has been the SALT negotiations. But this has been because SALT, as a negotiation with a single foreign power and covering, a more or less finite set of issues, could conveniently be lifted from DoD and handled by Henry Kissinger as National Security Advisor. (Even in the case of SALT, however, Kissinger's disinclination or inability to deal effectively with DoD has proved an important obstacle.)

A couple of historical examples illustrate both the recent abdication and earlier assertion of the role of the NSC regarding DoD.

One of the most serious Defense issues faced today is the role of the Navy -- what missions should it be designed for and what is the nature of the forces needed, which leads naturally to questions of the vulnerability of carriers and the validity of the attack submarine force. In 1972 after strong urging by his staff, State and ACDA, Kissinger signed a National Strategic Study Memorandum (NSSM) concerning the role and missions of the Navy. The SecDef protested, Kissinger backed off to an uneffectual compromise which months later resulted in the abortion of the project.

There is today no place in the government outside of DoD where Net Evaluation of U.S.-Soviet military capabilities is studied (and even in DoD this function is assigned a low priority). Thus the President is forced to deal with Defense as both the operator (and spender) and the evaluator. This was not always so. President

(General) Eisenhower would not permit this and had his NSC advisor (once an Army general) establish under the NSC a Net Evaluation Subcommittee to perform this function. Kissinger made a lame attempt to get this function into the NSC once again, but did not pursue it vigorously as his interest lay elsewhere.

I do not know enough about the Strategic Integrated Operating Plan (SIOP) to comment fully on its design. But I am confident that if a vigorous and aggressive NSC advisor got into this and dug around he would discover that Presidential options and opportunities had been constructed by the military absent close supervision by someone with a Presidential viewpoint.

These are but examples of areas in which only an NSC advisor's aggressive and concerned interest can assure that the perspective of the Presidency is brought to bear.

In my view, the insulation of DoD has marked an important failure in the role of NSC advisor. Moreover, the large DoD claims on available Federal resources, and a military relationship with the Soviets of rough equivalency (or less in some areas), rather than one of overwhelming dominance, require more than ever a Presidential overview of Defense affairs.

No matter how splendid the qualities of a Secretary of Defense, nor how determined he is at the start to maintain a Presidential perspective, as he lives in the Department and manages it he becomes to a degree its spokesman and agent. There is no escape from this.

Effective Presidential and inter-agency analysis of Defense cannot be accomplished without strong Presidential determination. But to

make that determination effective, the President needs an NSC advisor capable and willing to represent the Presidential viewpoint in dealing with Defense affairs. This is perhaps, the NSC advisor's most difficult and important challenge.

Each member of the Defense transition team has served on the NSC staff and they all concur on the thrust of this memo. So does David Aaron.

*Common
Center
sent
Ham
Good, dea
J*

MEMORANDUM:

TO: Jimmy Carter

December 16, 1976

FROM: Ben Brown *HB*

RE: HUD

I have heard much discussion on people being considered for Secretary of HUD. However, the one person whom I think is extremely qualified for the post has not been dicussed. He is M. Carl Holman, President, Urban Coalition.

Carl is a very astute planner and administrator. He is a person who brings reason to bear on chaotic situations. He has worked well with business and political leaders. Carl has more than 15 years of experience with the Federal bureaucracy.

He also would get strong endorsement from Black leaders across the country.

I so hope you will give serious consideration to him for the top post in HUD. If Carl is not named to head HUD, he should be considered for a top slot in the Department.

ATTENTION: GREG SCHNEIDERS

*Ham -
✓ Look good
J*

TO: PRESIDENT-ELECT CARTER
FROM: PATRICK ANDERSON
RE: PEOPLE
DATE: DECEMBER 16, 1976

EARLIER IN THE YEAR, I RECRUITED BOWMAN CUTTER, MARY HOYT, BILL KEEL, AND SOME OTHERS FOR THE CAMPAIGN. AT BLAIR HOUSE THE OTHER DAY, YOU ASKED FOR THE NAMES OF SUB-CABINET POSSIBILITIES. THE FOLLOWING ARE SOME PEOPLE I THINK ARE FIRST-RATE, AS GOOD AS ANY OF THOSE MENTIONED ABOVE; MOST OF THEM I'VE PREVIOUSLY MENTIONED TO WATSON, BUTLER, POWELL OR LIPSHUTZ, BUT I WANTED TO BRING THEM DIRECTLY TO YOUR ATTENTION.

WALLACE WESTFELDT: WALLY WAS THE PRODUCER OF THE BILL MOYERS INTERVIEW. HE'S A TALL, HEAVY-SET MAN OF FIFTY OR SO. I FIRST KNEW HIM WHEN WE WERE REPORTERS TOGETHER AT THE NASHVILLE TENNESSEAN FIFTEEN YEARS AGO. HE WENT ON TO NBC, WHERE HE BECAME EXECUTIVE PRODUCER OF THE HUNTLEY-BRINKLEY NEWS SHOW, LATER A PRODUCER OF NBC NEWS SPECIALS, AND MOST RECENTLY A PRODUCER FOR PBS. YOU WON'T FIND MANY PEOPLE IN TELEVISION WHO'RE MORE POPULAR PERSONALLY OR RESPECTED PROFESSIONALLY.

- 2 -

I THINK HE COULD BE CONSIDERED FOR EITHER WHITE HOUSE TV ADVISER TO YOU AND JODY; OR SPECIAL ASSISTANT FOR PUBLIC AFFAIRS AT A TOP DEPARTMENT -- STATE, SAY, OR DEFENSE. I RECENTLY ASKED WALLY IF HE'D BE INTERESTED IN DISCUSSING A TOP LEVEL-JOB AND HE SAID HE WOULD.

JOHN SEIGENTHALER: I BELIEVE YOU KNOW JOHN. IT OCCURED TO ME HE MIGHT BE A POSSIBILITY FOR DIRECTOR OF USIA. I DON'T SEE MUCH ELSE HE COULD CONSIDER -- HE WAS RFK'S RIGHT-HAND MAN FIFTEEN YEARS AGO, SO I DON'T THINK HE'D BE INTERESTED IN A SPECIAL ASSISTANT FOR PUBLIC AFFAIRS TYPE JOB. BUT HE'S VERY TALENTED AND MY GUESS IS THAT HE'S BORED WITH RUNNING THE TENNESSEAN.

CAROL TUCKER FOREMAN: YOU KNOW CAROL, SO I'LL ONLY ADD THAT I'VE KNOWN HER FOR 15 YEARS AND I THINK SHE'S TREMENDOUS. I'D LOVE TO SEE HER IN YOUR CABINET; I THINK SHE'D BE LIKE FRANCES PERKINS UNDER FDR: COLORFUL, OUTSPOKEN, POPULAR, INNOVATIVE. AT THE SUB-CABINET LEVEL, THE OBVIOUS THING WOULD BE FOR HER TO BE YOUR TOP CONSUMER ADVISER, BUT CAROL ALSO LOVES WORKING WITH CONGRESS, AND WOULD BE INTERESTED IN CONGRESSIONAL RELATIONS, EITHER IN THE WHITE HOUSE OR AT ONE OF THE DEPARTMENTS.

- 3 -

RUTH PROKOP: I MENTIONED RUTH TO JACK WATSON BACK IN THE SUMMER, AND HER NAME SURFACED ON ONE OF OUR PUBLIC LISTS OF HUD CANDIDATES. I INTRODUCED HER TO LANDON RECENTLY, SO HE COULD GIVE YOU AN OPINION.

RUTH IS ABOUT FORTY, CAME TO DC AS A SECRETARY TO LBJ (SHE'S A TEXAN), WENT TO LAW SCHOOL AT NIGHT, BECAME A SPECIAL ASSISTANT TO ROBERT WOOD WHEN HE WAS HUD SECRETARY, AND IN 1969 WENT INTO PRIVATE LAW PRACTICE. IN 1970 OR SO GENERAL TELEPHONE AND ELECTRONICS, UNDER PRESSURE TO COMPLY WITH EEOC RULINGS, NEEDED A LADY LAWYER AND HIRED RUTH AT SOME ASTRONOMICAL SALARY AS THEIR WASHINGTON COUNSEL. SO SHE HAS CORPORATE EXPERIENCE AS WELL AS GOVERNMENTAL EXPERIENCE. SHE'S A TREMENDOUSLY DOWN-TO-EARTH, HARD-WORKING, POLITICALLY ASTUTE PERSON WHO CAN HANDLE ANY JOB YOU GIVE HER. AT THE SUB-CABINET LEVEL, I WOULD SAY HER FIRST CHOICE WOULD BE SOMETHING LIKE ASSISTANT ATTORNEY GENERAL FOR THE CIVIL DIVISION, OR SHE COULD BE GENERAL COUNSEL FOR ANY OF THE DEPARTMENTS.

ETHNIC NOTE: SHE'S NOT A POLE; HER EX-HUSBAND WAS.

STEVE FRIEDMAN: STEVE IS ABOUT 38. I FIRST KNEW HIM WHEN HE WAS CLERKING FOR JUSTICE BRENNAN IN 1963 OR SO. HE'S SINCE BECOME A PARTNER IN A LEADING NEW YORK LAW FIRM,

- 4 -

CONCENTRATING ON CORPORATE LAW, SECURITIES LAW, AND FINANCIAL LAW. HE WAS RFK'S ISSUES DIRECTOR IN 1968, AND WORKED ON THE HOUSING REDEVELOPMENT PROJECT THAT RFK SPONSORED IN BROOKLYN. STEVE'S THE KIND OF PERSON WHO HAS ALWAYS BEEN THE BEST IN WHATEVER HE DID -- FIRST IN HIS CLASS; YOUNGEST PARTNER IN HIS FIRM, ETC. AT THIS POINT, HE'S DONE ABOUT EVERYTHING HE CAN DO IN LAW, AND WOULD LIKE VERY MUCH TO DO SOMETHING CHALLENGING IN GOVERNMENT.

DURING THE CAMPAIGN, STEVE WROTE A PAPER FOR ORIN KRAMER ON SEC AND BANKING REGULATIONS. MORE RECENTLY, STEVE HAS BEEN WORKING WITH ORIN ON THE NEW YORK CITY FINANCIAL CRISIS, AND IS PREPARING A PAPER FOR YOU AND/OR MR. BLUMENTHAL ON THE HISTORY AND CURRENT OPTIONS OF THE NYC CRISIS. ORIN IS EXTREMELY IMPRESSED WITH STEVE'S ABILITIES.

I WOULD SAY STEVE IS QUALIFIED TO BE GENERAL COUNSEL OF ANY OF THE DEPARTMENTS OR AN ASSISTANT ATTORNEY GENERAL. HE ALSO HAS A SPECIAL INTEREST IN THE ENVIRONMENT -- NO SPECIAL BACKGROUND, JUST A CONCERN ABOUT ITS PROTECTION.

RONALD GOLDFARB: RON IS A LAWYER/REFORMER OF 40 OR SO WHO I KNEW BACK IN THE "WAR ON POVERTY" DAYS. HE'S A LEADING ADVOCATE OF PRISON REFORM AND HAS WRITTEN EXTENSIVELY ON THE SUBJECT.

HE'S MORE RECENTLY BECOME SOMETHING OF AN EXPERT ON THE DEPARTMENT OF LABOR IN GENERAL AND MIGRANT FARM WORKERS IN

PARTICULAR. A COALITION OF TWENTY OR SO FARM WORKERS GROUPS SUED THE U.S. EMPLOYMENT SERVICE FOR DISCRIMINATION, WON THEIR CASE, AND JUDGE CHARLES RICHEY APPOINTED RON THE HEAD OF THE COMMISSION THAT WAS TO REFORM THE EMPLOYMENT SERVICE'S PROGRAM. THEY'VE HELD HEARINGS ALL OVER THE COUNTRY ON HOW THE STATE EMPLOYMENT SERVICES HAVE DEALT WITH FARM WORKERS, AND RON HAS TRIED TO NEGOTIATE WITH THE LABOR DEPARTMENT FOR IMPROVEMENT IN THEIR OPERATIONS.

I SPOKE WITH RON RECENTLY AND HE EXPRESSED THE OPINION THAT LABOR WAS AMONG THE WORST OF THE OLD, SELF-SERVING, SELF-PREPETUATING BUREAUCRACIES, AND URGENTLY NEEDS TO BE SHAKEN UP. HE IS EXTREMELY DUBIOUS THAT MR. DUNLOP WOULD UNDERTAKE THAT KIND OF SHAKE-UP.

RON IS NOT MUCH INTERESTED IN A JOB, BUT I THINK HE COULD BE A VALUABLE PERSON FOR YOU TO TALK TO ABOUT EITHER PRISON REFORM OR THE LABOR DEPARTMENT. HIS OFFICE NUMBER IS: (202) 466-3030. HE'S A FRIEND OF PATT DARIEN, IF YOU'D LIKE ANOTHER EVALUATION OF HIM.

THE BOOK OF SPEECHES WILL BE TO YOU SHORTLY.

I WILL ALSO SOON BE SENDING YOU A MEMO GIVING MY THOUGHTS ON THE WHITE HOUSE SPEECHWRITING OPERATION. I AM ALSO STARTING ON THE INAUGURAL. POSSIBLE I'LL COME TO AMERICUS BETWEEN CHRISTMAS AND NEW YEAR'S TO BE AVAILABLE FOR WORK ON EITHER THE SPEECH COLLECTION OR THE INAUGURAL.

Stephen J. Friedman
299 Park Avenue
New York, New York 10017

Telephone: 752-6400

Employment

1. Partner - Debevoise, Plimpton, Lyons & Gates
299 Park Avenue, New York, New York 10017
January 1, 1971 - present.
Associate, August 1965 - December 1970.
2. Lecturer in Law, Columbia Law School
(Seminar in Advanced Securities Regulation
and Corporate Finance)
1974 - present.
3. Special Assistant to the Maritime Administrator
Maritime Administration, United States
Department of Commerce, Washington, D. C.
July 1964 - July 1965.
4. Law Clerk to Mr. Justice William J. Brennan, Jr.
United States Supreme Court, Washington, D. C.
July 1963 - July 1964.
5. Associate - Debevoise, Plimpton, Lyons & Gates
February 1963 - July 1963.
6. United States Army Reserve
Fort Dix, New Jersey, active duty,
August 1, 1962 - January 30, 1963.

Education

1. Harvard Law School, LL.B 1962, magna cum laude
Rank in Class - 4; Sears Prize; Law Review;
Lincoln's Inn.
2. Princeton University, AB 1959, magna cum laude.
Major: Woodrow Wilson School of Public
and International Affairs.
3. Brooklyn Friends School, 1955.

MEMORANDUM

To: Governor Carter
From: Frances M. Green, Transition Staff
Re: Selection of Attorney General

In response to your request of last week, I am writing in support of Judge Frank M. Johnson, Jr. for Attorney General. I have hesitated to write, since my views may not have much credibility. I clerked for Judge Johnson and have an obvious and strong personal bias in his favor. Nevertheless, and with that caveat, I would like to make a few brief comments which I hope may be useful.

There is no need to belabor the obvious points that make Judge Johnson an excellent choice. He is a Republican who hasn't participated in partisan politics for a quarter of a century, and he is a man of unquestioned integrity. He has devoted his life to law enforcement as a United States Attorney and a District Judge. There is absolutely nothing in his life, on or off the bench, for which he could be criticized by anyone except his civil rights decisions. And in his twenty-one years on the bench and his dozens of landmark cases in this area he has almost never been reversed. In short, he is the kind of person who could restore badly needed confidence in the Justice Department.

Blacks and other minorities, as well as civil rights groups generally, would quite obviously strongly

support him.. And in decisions concerning the equal rights of women such as White v. Crook, Cheatwood v. Southern Bell and his dissent in Frontiero v. Laird (later adopted by the Supreme Court) Judge Johnson has attained the respect and gratitude of women's groups. Yet--and this is a important point frequently overlooked--he is basically conservative. He believes in upholding the law and could never be accused of "coddling" criminals. (This is not at the expense of compassion. For example, during the Viet Nam war, draft resisters were always sentenced to alternative service in his court.) He is a "law and order" man in the best sense of that phrase. Thus, conservative groups as well will find him an acceptable choice. His broad-based acceptability is well illustrated by the fact that even his "worst enemies" in Alabama and elsewhere (e.g. Governor Wallace) respect his integrity and ability.

There are some other qualities of Judge Johnson which are important yet not so widely known--his management and leadership abilities. You may wonder how it is possible to tell that a federal judge, who has little to manage, has the ability for it. There is more evidence than one might think, however. Court statistics show that year after year the Middle District of Alabama has been among the most efficient districts in the country in disposing of cases. That is no accident, but the result of Judge Johnson's skill and hard work. Another example can be seen in the Alabama school desegregation cases.

Judge Johnson was responsible for reviewing and modifying school desegregation plans for over 200 school districts. In an incredible feat, he made them all work smoothly. And in a number of other cases (e.g. Wyatt v. Stickney (mental treatment case)) through court orders he has become involved in the management of state institutions (a fact, I might add, for which he has been criticized).

Judge Johnson has other qualities which make for a good manager. He is tough and decisive, as anyone who has been in his courtroom will tell you. At the same time, he has a fine sense of humour. He has common sense--an intuitive understanding of human nature and how things work. He knows how far to push, and when it becomes unreasonable. His many orders exist as a monument to this skill. Although many have been controversial and have required extensive changes from the status quo, they have all worked. In all of the protest and all of the controversy, he has never had to hold anyone in contempt. Indeed, --and this is as good example of his wisdom--he says that contempt power is not worth anything if you have to use it.

A final word with respect to Judge Johnson's leadership abilities. Not only does he command respect, he has a rare ability to inspire those who know him. This quality was captured in an experience during my clerkship year in the Spring of 1973 in the middle of the Watergate turmoil. It was citizenship day, or the day when foreigners complete the

naturalization process and are admitted to citizenship in this country. And it was a time when many of us were not feeling very proud to be Americans. During the ceremony for new citizens, their families and friends, Judge Johnson gave an impromptu statement, simple but eloquent, in which he said (and I cannot do it so gracefully) that our country is ruled by laws, not men, and that men might come and go but our laws would stand. No mention was made of Watergate, but it was clear what had prompted the statement. At the risk of seeming overly sentimental, I will say that there were a number of moist eyes in the courtroom and that many left with restored faith in our judicial processes.

In sum, I think that Judge Johnson would be an imaginative choice as Attorney General and one neither you nor the country would regret.

**CARTER - MONDALE
TRANSITION PLANNING GROUP**

*P.O. Box 2600
Washington, D.C. 20013*

9

MEMORANDUM - December 17, 1976

TO: President-elect Carter
FROM: Dave Freeman, Transition Liaison for ERDA
THRU: Stu Eizenstat
RE: Jim Schlesinger

I did not feel it appropriate to contradict your environmental guests when they criticized Jim Schlesinger. However, I have worked with Jim on energy matters and his interest in energy continued while at Defense (he would call me to keep up). I have always found him to be open-minded, honest, and aggressively searching for the best public-interest solution. He may well have views that differ from your own. However, the criticism painted Jim as arbitrary while I have found him quite open to new facts.



Office of Planning and Budget
Executive Department

December 18, 1976

James T. McIntyre, Jr.
Director

MEMORANDUM

To: President-Elect Jimmy Carter

From: Omi Walden, Director
Georgia Office of Energy Resources

Subject: Key Energy Appointment

I am receiving calls from people throughout the Nation expressing concern about the possible appointment of Schlesinger to a key energy post. These are reputable people many of whom are involved in the energy field, and they represent a diversity of viewpoints on energy policies. Some of the contacts include, for example, representatives of the major national and state environmental and consumer groups; national and state engineering societies, American Institute of Architects, the International Solar Energy Society, and universities; and state officials in Texas, California, Louisiana, and Colorado. My discussions with these people strongly indicate that if you appoint Schlesinger to this area the reaction will be a broad-based negative one.

I know that you admire Schlesinger's capabilities and have confidence that he would effectively carry out your Administration's policies. However, (because of his career history and associations) the people who I have talked with believe that his appointment to a key energy post would be perceived as a lack of commitment by you to the energy policies and positions which you have advocated.

They are most hopeful that you will give every consideration to other persons who possess Schlesinger's attributes, but who would not bring unnecessary controversy to an already fragmented area. In seeking a person with strong leadership capabilities for reorganizing the federal energy agencies, they feel strongly and I agree, that you should give special consideration to persons:

- Who would be perceived as neutral and accessible to all sectors -- industry, environmentalists, the states, etc.;
- Who would exert strong leadership and management skills, but would invite and encourage open discussion and public participation in the decision-making process;

- Who would be a strong advocate for Administration policies, but would also be a mediator and statesman.

An alternative to Schlesinger might possibly be Alice Rivlin. She has the above qualities. Also, as Director of the Congressional Budget Office, she is recognized for her excellent reputation as a tough-minded analyst, as a person who gets the job done, and who surrounds herself with talented, competent people. Of particular importance would be the respect which she has earned within the Congress and her strong economics background. Additionally, she is knowledgeable of the federal energy budgets, their relationship to other program areas; and most importantly, their potential impacts on the U.S. and world economies. Many believe that she would be acceptable to all sectors, and would do an outstanding job.

Of course, other possible alternatives exist. For example, a person frequently brought to my attention is former Governor Thomas Salmon of Vermont. Also, Alan Boyd, President, of the Illinois Central Railroad and Secretary of Transportation during the Johnson Administration is another person perceived by many as a viable candidate for this position.

Because of my sincere commitment to you, my personal involvement in this area, and my desire for the accomplishment of a rational, comprehensive National Energy Policy, I felt compelled to share this information with you. You know that you can count on my continued support, and I offer my very best wishes to you as you undertake your responsibilities.

cc: Governor George Busbee
James T. McIntyre, Jr.

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PRECEDENCE

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FOR COMMCENTER USE ONLY

FROM: Maxie Wells, Plains

TO: Hamilton Jordan

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SPECIAL INSTRUCTIONS:

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Ham --

See JC's note on Ernest Joyner's letter -- IMPORTANT!!!

Maxie

December 3, 1976

The Honorable Jimmy Carter
Plains, Georgia

*Sam
J*

Dear President-Elect Carter:

We, the undersigned leaders of national conservation and environmental groups, congratulate you on your commitment to bring women into top positions in government, posts from which females have for too long been excluded.

We hope that in choosing women for policy making positions, you will not overlook the many qualified female staffers who worked on your election campaign. The highest ranking woman involved in your campaign is one for whom we have the highest regard - Ms. Barbara Blum, who is now serving as Director of Transition Operations for your transition staff. We feel that Ms. Blum's experience, judgment, and expertise qualify her for the highest posts in your administration, including a Cabinet level position in the natural resources field or elsewhere. Our country would indeed be fortunate to have such a distinguished citizen leader in such a position in our government.

Enclosed is a short fact sheet describing her background, experience, and qualifications, and we hope that you will consider Ms. Blum when making your top level appointments.

Thank you for considering this letter.

Respectfully,

Christine Stevens
Society for Animal Protective Legislation

Burt B. Blackwell
American Rivers Conservation Council

Rafe Pomeroy
National Clean Air Coalition

Lewis Regenstein
The Fund for Animals

Brook Eisner
The Sierra Club

Patricia Marner
The Wilderness Society

Walter Cooper
Defenders of Wildlife

Elly W. Knight
Friends of the Earth

Bob Weiss
Eastern Federation

Virginia Canale
Citizen Action Group

Milton M. Kaufman
Monitor, Inc.

Marion Edey
League of Conservation Voters
A. Blakeman Early
Environmental Action

Names appear to be:

Christine Stevens
Society for Animal Protective Legislation

Brent Blackweld
American Rivers Conservation Council

Rafe Pomerance
National Clean Air Coalition

Lewis Regenstein
The Fund for Animals

Brock Evans (?)
The Sierra Club

Patricia Marines (?)
The Wilderness Society

W. ?. Cooper
Defenders of Wildlife

Jeffrey W. Knight
Friends of the Earth

Bob Alvay (?)
Eastern Federation

Virginia Comey (?)
Citizen Action Group

Milton M. Kaufman
Monitor, Inc.

M(?) Edey
League of Conservation Voters

A. Blakemam Eerley
Environmental Action

Obviously, I couldn't read some of them on the copy I had in Plains (which was a xerox).

Maxie

Ham

For several years, Barbara Blum has been the leading environmental advocate in the state of Georgia. This, combined with her extensive administrative and professional experience, makes her quite highly qualified for a major policy making position, including a Cabinet level post in the natural resources field or elsewhere.

distinguished
Ms. Blum has been appointed to several positions of leadership within the state of Georgia. She is Chairman of the Georgia Heritage Trust Commission, a member of the Federal Reserve Board, National Consumer Advisory Council, Vice Chairman of the Fulton County Planning Commission, and a member of the Georgia Vital Areas Council and the Health and Social Services Advisory Board and Governmental Services Advisory Board of the Atlanta Regional Commission.

She is, or has been, President of Save America's Vital Environment; President of Friends of the River, Inc.; Trustee, The Georgia Conservancy; a member of the Board of Directors, National Committee for an Effective Congress; Vice Chairman of The Legacy Foundation; member of the Executive Board, Georgia League of Conservation Voters; and President of Metro Atlanta Chapter of the Sierra Club.

Ms. Blum served as Deputy Campaign Director of the Carter Campaign, supervising several desks and scores of workers; and she has served on the steering committee of Andrew Young's Congressional campaigns. She is currently Director of Transition Operations for the Carter-Mondale Transition Staff.

She has served for eight years as Vice President of Restaurants Associates of Georgia, Inc., with responsibilities for all purchases, personnel, and overall managerial decisions. When the corporation was sold in 1974, sales volume had reached \$2 million annually, and 125 individuals employed. Ms. Blum was founder, partner, and center administrator of the Mid-Suffolk Center for Psychotherapy, on Long Island, N.Y., with duties including management of 25-30 professional psychotherapists at this mental health clinic. She has also served as acting administrator of the Suffolk County Mental Health Clinic, Huntington, Long Island, which employed 10 to 15 professionals.

Guessing Game

By William V. Shannon

WASHINGTON—Picking President-elect Jimmy Carter's Cabinet is this city's favorite guessing game. Hard information is lacking but some ground rules are reasonably clear.

Despite all the talk about "people you've never heard of," the positions of Secretary of State, of the Treasury and of Defense are so burdensome and demand such complex skills that relevant experience is an essential prerequisite. Since the number of persons who have had such experience is limited, the same few names kept appearing on every list. So when Mr. Carter named Cyrus Vance to the State Department, there was no surprise.

But most of the Cabinet remains a wide open affair. A certainty is that there will be at least one black. A second safe rule is that there will be at least two women. Since several previous Presidents have had one woman appointee in the Cabinet, Mr. Carter will have to appoint at least two women if he is to make any impact in this day of equality and liberation. One of them may be a black or a member of some other minority group such as Mexican-Americans.

Another rule of this guessing game is that Mr. Carter is almost sure to have a Republican in his Cabinet. Republican Presidents usually feel no need to include a Democrat in their administrations, but the Democrats, regarding themselves as the natural majority party, like to conciliate the minority G.O.P. and particularly its big business constituency.

Those are the rules—senior, experienced men in the really big jobs, plus places for two women, one black, and one Republican. To see how the game is played, consider a specific department such as Interior. This has the advantage that Mr. Carter's thinking about Interior's responsibilities is well-defined. No one knows his innermost thoughts about the Department of Transportation, for example, because he has had little occasion in the past to focus on transportation issues. But his conservation record as Governor of Georgia is well-known. In the light of that record, it would be startling if he were to appoint as Secretary of the Interior anyone who is neutral or hostile to environmental values.

If the President-elect were to look for a senior professional who is conversant with all the issues confronting the Interior Department, he might well choose Stewart Brandborg, until recently the executive director of the Wilderness Society and a key member of "Conservationists for Carter" in the recent campaign.

Trained as a wildlife biologist, Mr. Brandborg later worked for conserva-

tion organizations. In his twelve years as head of the Wilderness Society, he increased its membership from 26,000 to 130,000 and involved it in a broad range of issues including not only wilderness but also parks, air and water pollution, and the urban environment. The selection of Mr. Brandborg would be highly popular in the environmental community. But given his relative lack of public visibility, he is perhaps a better bet for Under Secretary. The same is true of another experienced conservationist, Michael McCloskey, executive head of The Sierra Club.

Representative Patsy Mink of Hawaii is the feminine entry in the Interior sweepstakes. She would be a triple "first"—the first woman to head Interior, the first Hawaiian and the first Japanese-American to serve in the Cabinet. But Mr. Carter is not quite so preoccupied with "firsts" as his predecessor, Mr. Nixon. Representative Mink did outstanding work on the strip-mining bills, but otherwise her record on the House Interior Committee is probably too thin with regard to mainland issues to get her the appointment.

Conservation is a bipartisan concern. If the President-elect has failed to choose a Republican by the time he fills the Interior post, he has his choice of several able Republicans. Two ex-governors are particularly outstanding—Tom McCall of Oregon and Russell W. Peterson of Delaware. Either would be a forceful, articulate spokesman for the environment in the great Bull Moose tradition of Theodore Roosevelt and Harold L. Ickes.

If Mr. Carter wants to make a conciliatory gesture to a defeated rival, Representative Morris Udall of Arizona would be a popular choice. But a Udall appointment is unlikely. Representative John Seiberling of Ohio is less well known but probably has a better chance. He has been an aggressive fighter in the House in several conservation battles. The appointment of an Ohioan would underscore the truth that the nation's natural resources belong to the people of all the states, not just to those of the Far West.

Gov. Cecil Andrus of Idaho fought successfully to save the unspoiled portions of the Hell's Canyon region and has been courageous on other environmental issues. The selection of Mr. Andrus, a well-regarded Democratic Governor of a Western state, would be the orthodox and politically safest decision. As this city plays this guessing game, Governor Andrus and Representative Seiberling are the current favorites. But only Mr. Carter can know which criteria are decisive in his thinking.

William V. Shannon is a member of the Editorial Board of The Times.

Secretary of Interior

Hamm
J

Highly recommended:

Gov. Cecil Andrus

Russell Peterson former CEF chairman

Rep John Sieberling

Strongly opposed:

Gov. Jerry Apodaca

Gov. William Guy

SOME KEY SUBCABINET APPOINTMENTS FOR BLACK AMERICANS

AGRICULTURE

- o Administrator, Food and Nutrition Service
- o Assistant Secretary for Rural Development
- o Farmers Home Administration

COMMERCE

- o Director, S.B.A. (Small Business Adm.)
- o Director EDA (Economic Dev. Admin.)
- o Director OMBE (Office of Minority Bus. Enterprise)
- o UnderSecretary

DEFENSE

- o UnderSecretary
- o Assistant Secretary for Manpower & Reserve Affairs
- o Secretary of Army
- o Director, Defense Contract Audit Agency

HEALTH, EDUCATION & WELFARE

- o Undersecretary
- o Assistant Secretary Planning & Evaluation
- o Assistant Secretary for Health
- o Assistant Secretary for Human Development
- o Commissioner of Education
- o Director, Office of Civil Rights
- o Administrator, Alcohol, Drug Abuse & Mental Health Administration

HOUSING & URBAN DEVELOPMENT

- o Assistant Secretary for Housing Management
- o General Counsel
- o Assistant Secretary for Community Development & Planning

JUSTICE

- o Director, Office of Revenue Sharing
- o Director Law Enforcement Assistance Administration
- o Deputy Attorney General for Civil Rights
- o Director, U.S. Marshall Service
- o Deputy Director, Federal Bureau of Investigation
- o Director, Bureau of Prisons

LABOR

- o UnderSecretary
- o Assistant Secretary for Employment & Training
- o Assistant Secretary for Employment Standards
- o Assistant Solicitor

OFFICE OF MANAGEMENT & BUDGET

- o Deputy Director
- o Assistant Director For Budget Review
- o Associate Director for Economics & Government

DEPT. OF ARMY

- o Deputy For Civil Personnel
& Equal Opportunity

DEPT. OF NAVY, AIR FORCE

- o Special Assist For Equal Oppty

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PRESERVATION PURPOSES

Ham
J

STATE

- o Assistant Secretary International Organization
- o Assistant Secretary for African Affairs
- o Ambassadors to African Countries - Other Countries
- o Assistant Secretary for Economic & Business Affairs
- o Director, A.I.D.
- o Director, U.S.I.A.
- o Deputy General Counsel

TRANSPORTATION

- o UnderSecretary
- o Director, Urban Mass Transit Authority
- o Deputy UnderSecretary, Budget & Program Review

TREASURY

- o UnderSecretary of Monetary Affairs
- o Comptroller of Currency
- o Director, Office of Revenue Sharing
- o Assistant Secretary for Tax Policy

AGENCIES

- o General Counsel, E.E.O.C.
- o Chairman, Civil Service Commission
- o Chairman, Federal Home Loan Bank Board
- o Member, O.P.E.C. (Overseas Private Investment Corp.)
- o Member, Federal Reserve Bank
- o Director, Community Services Agencies
- o General Counsel, Environmental Protection Agency
- o Member Export-Import Bank
- o Members, Civil Rights Commission
- o Council Member, National Endowment For The Arts
- o Administrator, General Services Administration

EXECUTIVE OFFICE OF THE PRESIDENT

- o Member, Counsel of Economic Advisors
- o Special Assistant - Domestic Advisor
- o Deputy Press Secretary
- o Member, National Security Advisors
- o Deputy Director, White House Personnel Office

BLACK APPOINTMENTS TO REGULATORY AGENCIES

- o Chairman, Federal Communications Commission
- o Member, Federal Trade Commission
- o Member, Securities & Exchange Commission
- o Member, Federal Elections Commission

BLACK FEDERAL JUDGESHIPS AND U.S. ATTORNEY APPOINTMENTS

Memo

To: Governor Carter

From: Maxie

Date: December 22, 1976

Re: Phone call from Governor Exxon this morning

Governor Exxon asked me to tell you the following things:

1) He is pleased with the way you are handling cabinet appointments, particularly Andrus and Bergland.

2) He heard through the grapevine that you were having trouble getting good recommendations from minority groups. He wanted to know if that was true; I said I didn't know, but that I was sure you would like to have the benefit of every possible suggestion. He said if you needed a recommendation on a qualified Mexican/American, he would recommend Rudolph Peralez, Aeronautics Director for Nebraska for one of the top three positions in the FAA: Administrator, Deputy Administrator, Assistant Administrator. He said that he would send further information if you are interested.

Do you want to

- a) call him yourself
- b) have Greg call
- c) send letter thanking him and asking him to send information to Ham

*have Ham call
Exxon*

Priority
PRECEDENCE

UNCLAS
CLASSIFICATION

FOR COMMCENTER USE ONLY

FROM: Maxie Wells, Plains
TO: Caroline Wellons or
Hamilton Jordan in the
Transition Group, HEW

INFO:

DEX _____
DAC 080 GPS _____
LDX _____ PAGES 1
TTY _____ CITE _____

DTG: 241756Z DEC. 76

RELEASED BY:

TOR: 241805Z DEC 76

SPECIAL INSTRUCTIONS:

O.O.B.

Ham:

Per JC's note, please call Exxon ASAP. Thanks.

Maxie

January 4, 1977

~~CONFIDENTIAL~~

MEMORANDUM

TO: President-elect Carter

FROM: Brock Adams

RE: Department of Transportation and Staffing

Following the directions you have given me directly and through my conversations with Hamilton Jordan, Jack Watson, Frank Moore, and Jody Powell, I have carried out the following actions:

1. Completed the personal and financial data forms and letter of commitment to you, and will deliver them to John Moore on Friday, January 7.
2. Agreed to a Senate confirmation hearing 10:30 a.m. Friday, January 7, and will deliver answers to the approximately 140 questions prepared by the Senate staff to the Commerce Committee Thursday, January 6.
3. Designated the following individuals (which I discussed with you by telephone yesterday and have previously discussed with the appropriate members of your staff) for the following positions, and have sent the attached letter to Secretary Coleman requesting that they be allowed access to the Department to prepare for takeover on January 20. I have also made contact with your designated staff representatives and asked that appropriate FBI and IRS checks be made on these individuals. Unless you prefer to make the announcement, I will inform the Senate Commerce Committee at my confirmation hearing on Friday, January 7th, that you have chosen the following four people to assist me at the Department of Transportation, so that staff work can begin on their confirmation hearings as soon as possible.

POSITIONS REQUIRING PRESIDENTIAL NOMINATION AND SENATE CONFIRMATION

Deputy Secretary: Alan Butchman - presently my Administrative Assistant and formerly with the Department of Labor.

General Counsel: Linda Kamm - presently General Counsel of the House Budget Committee and formerly with the special reorganization committee of the House of Representatives.

Assistant Secretary for Congressional and Intergovernmental Affairs: Terry Bracy - presently assistant to Representative Morris K. Udall.

Assistant Secretary for Policy and Planning: Chester Davenport - head of your transition team for the Department of Transportation.

The above individuals require Presidential nomination and Senate confirmation. All have been informed that their present job descriptions within the Department are subject to change as reorganization plans are prepared. All are committed to supporting your reorganization efforts in the Department.

DETERMINED TO BE AN ADMINISTRATIVE

MARKING BY MJE DATE 1/6/88

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PRESERVATION PURPOSES

These proposed Presidential appointments fit the criteria outlined by yourself and Hamilton Jordan. I will continue to meet those criteria in the future.

4. Interviewing for Other Positions: I am in the process of contacting by telephone and checking references of the individuals submitted to me by Hamilton Jordan and other designated members of your staff, and proceeding to interview individuals as promptly as possible for other positions in the Department beyond the limited internal management team I have listed above. I anticipate this process will take several weeks, since many persons are at various points throughout the nation, and you have indicated you want to be certain that we have personal knowledge and background on each individual prior to recommending them to you for Presidential appointment or proceeding with offering them other employment in the Department.

5. Reorganization: I have requested the transition team to present to me their analysis of how the Department might be reorganized once the general reorganization plan has become law. I will meet next week with Secretary Coleman. I have requested him by telephone to give me the courtesy of sharing with me whatever plans for reorganization have been proposed within the Department. I have personally discussed this with Jack Watson.

6. Conclusion and Transmittal: I am sending on a confidential basis copies of this memorandum to Hamilton Jordan and Jack Watson, since it involves both staffing of the Department and proposals for reorganization. I will inform all who are interviewed for jobs that their designation or appointment to a particular position is subject to possible reorganization of the Department in order to reduce the size of the Secretary's office and to carry out the streamlining of functions you have requested.

ATTACHMENT

BA/s1

cc: Hamilton Jordan
Jack Watson

HOUSE OF REPRESENTATIVES
WASHINGTON, D. C. 20515

BROCK ADAMS
SEVENTH DISTRICT
WASHINGTON

January 3, 1977

Honorable William T. Coleman
Secretary
Department of Transportation
Washington, D. C. 20590

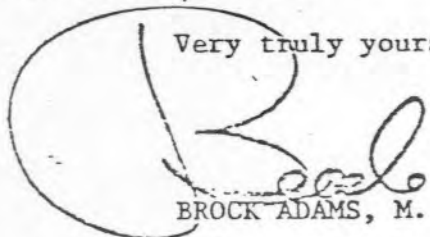
Dear Mr. Secretary:

In order to facilitate an orderly transition, I would like to have a number of people, whom I expect to be working with me in the Department, have immediate access to meet with Departmental personnel and to review such data and material as may appropriately be made available. The staff people and their areas of responsibility are as follows:

Alan Butchman, overall administrative and policy matters;
Linda Kamm, legal and reorganization matters;
Terry Bracy and Woodruff Price, congressional and inter-governmental matters;
Mortimer Downey and Linda Smith, budget preparation; and
David Jewell, public information.

This list is in addition to Chester Davenport and other members of the Carter-Mondale transition team, whom I assume already have access to the Department.

Very truly yours,



BROCK ADAMS, M. C.

BA/b

IMM

PRECEDENCE

UNCLAS

CLASSIFICATION

FOR COMMCENTER USE ONLY

FROM: Maxie Wells, Plains

TO: The Honorable
Juanita Kreps

(TRANSITION OFFICE)

INFO: "GOVTO 25"

DEX _____

DAC 109

GPS _____

LDX _____

PAGES 3

TTY _____

CITE _____

DTG: 081815ZRELEASED BY: DFTOR: 082002Z

SPECIAL INSTRUCTIONS:

Per his note on the attached memo which you sent earlier this week, Governor Carter approves your recommendation that Dr. Sidney Harman become Under-Secretary of Commerce.

(Original following in the mail.)

Priority
PRECEDENCE

UNCLAS
CLASSIFICATION

FOR COMMCENTER USE ONLY

FROM: *Hon. Juanita Kreps*

TO: *PRESIDENT-ELECT CARTER*

INFO:

RELEASED BY:

DEX *M-25*

DAC _____

GPS _____

LDX _____

PAGES *3*

TTY _____

CITE _____

DTG: *031738Z JAN 77*

TOR: *031818Z JAN 77*

SPECIAL INSTRUCTIONS:

My recommendation for Under-Secretary of Commerce is Dr. Sidney Harman, Chief Executive Officer of Harman International, a multi-divisional manufacturer of high fidelity sound products and automotive parts with operating divisions and factories in several American locations and factories in the United Kingdom, Germany, and Denmark.

ok
J

Dr. Harman, 58, has had thirty years as a successful industrialist with an active commitment to human rights and human development. From 1969 through 1971 he was President of Friends World College. He has worked closely with Irving Bluestone of the U. A. W. and with the General and Municipal Workers Union in Great Britain to develop programs of joint management-union cooperation.

Dr. Harman has an E. E. degree from City College of New York and a Ph. D. in Social Psychology from the Union Graduate School. He is a trustee of the Los Angeles Philharmonic Orchestra. He is well known to Representative Andrew Young, Irving Bluestone, and was (I have heard) Leonard Woodcock's nominee for Secretary of Commerce.

Harman International was rated by Fortune Magazine as the 933rd largest industrial corporation in the United States in 1975, and rated 94th in terms of return on invested capital.

Robert Lipshutz has talked with Dr. Harman regarding appropriate divestiture.

January 11, 1977

TO: Secretaries Designate and
Agency Directors Designate

SUBJECT: Presidential Appointments

I am pleased that each of you are moving speedily to identify people for Presidential appointments within your department. I want to again emphasize my desire that you give consideration to a very broad range of individuals and that you keep affirmative action goals constantly in mind.

As you know, I intend to depend on your recommendations for Presidential appointments within your department. However, it is important to me that you not make commitments to individuals or public announcements concerning appointments until your recommendations have been reviewed for conformance to my overall policies. Please send your recommendations to Hamilton Jordan. He will advise you promptly as to whether the nominees have my approval.

*Thanks,
Jimmy*

#1

D-R-A-F-T

January 11, 1976

TO: Secretaries Designate + Agency Directors + Designates
SUBJECT: ^{Presidential} Personnel Appointments

I am pleased that each of you are moving speedily to identify people for Presidential appointment or for appointments to non-competitive positions within your department. I want to again emphasize my desire that you give consideration to a very broad range of individuals and that you keep affirmative action goals constantly in mind.

During my travels throughout the country I have met and worked with many people who, although not necessarily well known, have a real talent for public service. I have asked my associates to send you information on a small number of individuals who appear qualified to serve in Presidential or non-competitive positions in your department. They will also provide information on people who might be helpful in the 90 day positions authorized by the Civil Service Commission to complete the transition. Please see to it that referred individuals are interviewed and given serious consideration before making appointments under your authority.

As you know, I intend to depend on your recommendations for Presidential appointments within your department. However, it is important ^{to me} that you not make commitments to individuals or public announcements

Secretaries Designate

January 11, 1977

Page 2

concerning Presidential appointments until your recommendations have been reviewed for conformance to my overall policies. Please send your recommendations to Senator Mondale. ^{He} He, or Hamilton Jordan, will advise you promptly as to whether the nominees have my approval.

January 12, 1977

Mr. Carter

C

Recently CBS-TV News quoted me as having said that your cabinet selections "could have been picked by Richard Nixon."

I want you to know what I did say. In a radio interview "Capitol Cloakroom" of CBS I was asked if I regarded your Cabinet as a dramatic break with the past.

I said: "No, this is a cabinet that could have been picked by Nelson Rockefeller or Lyndon Johnson, and some of them might even have been picked by Richard Nixon."

I was then asked: "Is that good or bad?"

I answered: "I think it's probably inevitable."

I was then asked if I were going to oppose the confirmation of your cabinet. I said: "I want to reserve judgment on such questions until the hearings are over, but my present inclination is to vote for confirmation of all of these nominees."

all the best,

C

George McDown

Frank
will you read
this, and if you
think appropriate, pass
on to Summer Carter -
Doreen W. Downer

Gov-

See phone #'s
for interviewees &
"distinguished Americans"

NATIONAL ADVISORS' GROUP FOR PRESIDENTIAL APPOINTMENTS

Q

69

PERSON	CONSTITUENCY	AREA OF INTEREST	SEX	COLOR	REGION
ok ✓ Father Hesburg	Academic/Church	General	M	W	MW
V.P. Lane Kirkland	Labor	Economic	M	W	MA
Vernon Jordan	Business/Blacks	Economic	M	B	E
V.P. Carol Foreman	Consumers	Consumer	F	W	MA
V.P. Marian Edilman	Academic/Blacks	Social	F	B	E
Robert Strauss	Democrats/Business	Economic	M	W	SW
V.P. Hank Lacayo Alfredo Durand	Hispanics/Democrats	General	M	Br	S
ok Owen Cooper	Business/Church	General	M	W	S
Midge Costanza	Women Activists	Urban	F	W	E
	Environment	Envir.	F	W	W

Composition: 6 men, 4 women; 7 whites, 2 blacks and 1 Hispanic; 2 persons from the South, 1 from the Midwest, 1 from the Southwest, 3 from the East, 2 from MidAtlantic and 1 from the West.

Hesburg
Bensen
Kirkland
Jordan
Foreman
Edilman
Strauss
Lacayo
Cooper
Shapiro

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PRESERVATION PURPOSES

WEEK I - RECOMMENDED ACTIVITIES: Develop list and begin to interview persons who are knowledgeable in the defense/foreign policy cluster and qualified to be considered for those positions.

Positions in Defense/Foreign Policy Cluster

Secretary and Under Secretary of State

Secretary and Under Secretary of Defense

National Security Advisor

Director of the Central Intelligence Agency

Ambassador to the United Nations

Persons Who Might Be Interviewed

James Schlesinger office - 202/785-6227; home - 703/527-2770

George Ball office - 212/269-3700; home - 609/921-3514; ^{NA} Apartment in New York - 212/249-5585

Cyrus Vance office - 212/483-9000; home - 212/876-1848; weekend home - 201/234-2177

Zbigniew Brzezinski office - 212/280-4638

Dr. Harold Brown office - 213/795-6811

Anthony Lake office - 202/472-5333; home - 202/965-3902

ok Ted Sorenson ^{Gillian} Office - 212/644-8790

Richard Holbrooke ^{OK} office - 202/797-6420; home - 202/797-8405 ^{Italy}

Paul Warnke ^{Jean} office - 202/298-8686; home - 202/966-0397 ^{Australia}

Paul Nitze office - 703/525-4908; home - 202/333-7388; weekend home - 301/ 934-2960

Others

not ok Milton Katz office - 617/495-3115; home - 617/547-0057 *birthday*

Ruth Morgenthau office - 617/647-2904

Richard Gardner office - 212/280-2640; home - 203/226-5878 *NA*

Henry Owen

Richard Cooper

CALLS FOR CARTER AND MONDALE TO MAKE TO NATIONAL LEADERS

1. Bill Moyers office - 212/975-6486; home - 516/248-4713

ok 2. Ted Sorenson office - 212/644-8790

stop ok 3. John Gardner office - 202/223-1991; home - 301/654-3724

4. Ralph Nader office - 202/659-9053

5. Henry Ford office - private - 313/322-2465; switchboard - 313/322-3000;
New York office - 212/573-5000

6. David Rockefeller office - private - 212/552-3255; switchboard - 212/552-2222

ok 7. Charles Schultz office - 707/546-7121

ok 8. Henry Owen

ok 9. Dean Rusk home - 404/549-6471

ok 10. Averell Harriman home - 202/FE8-8330; 914/962-2266; Florida - 305/546-2791

ok 11. Clark Clifford office - 202/298-8686; home - 301/530-6181; 530-6193

12. John Kenneth Galbraith office - 617/495-1000 Ext. 2140; home - 617/491-7242

13. Coretta King office - 404/524-1956

ok 14. Vernon Jordan office - 212/644-6511; home - 914/428-7649 *NA*

15. John Lewis office - 404/522-7495; home - 404/755-5261

16. Wilbur Cohen office - 313/764-9470; home - 313/663-6931

pub ok 17. Orville Freeman office - 212/759-7700; home - 914/591-9310

18. Paul Austin

19. Leonard Woodcock office - private - 313/926-5201; switchboard - 313/926-5000

20. George Meany office - private - 202/637-5213; switchboard - 202/637-5000

21. Terry Herndon

PHONE NUMBERS FROM HAMILTON:

11/16/76

LANE KIRKLAND

Office 202/637-5231

✓P

Residence 202/966-3609

VERNON JORDAN

Office 212/644-6511 (will be in tomorrow morning)

Residence 914/428-7649 NA

Wednesday night he will be at the New York Hilton:

212/586-7000

CAROL FOREMAN

Office 202/737-3732 (not in Thursday morning)

✓P

Residence 202/224-3816

MARION EDELMAN

Office 202/483-1470

Boston Office 617/492-4350

✓P

Residence 518/329-3786 (this is probably the best number
for the next day or so)

OWEN COOPER

Office 601/746-4131

Residence 601/746-1478

Will do

PHONE NUMBERS FROM HAMILTON:
page two

11/16/76

MIDGE COSTANZA

Office 716/325-6068

Residence 716/342-6564

The rest of today she will probably be at the hospital
visiting her boss: 716/274-2121, John Petrossi's room

HANK LACAYO

Office 313/926-5331

Residence 313/353-3287

VP

BOB STRAUSS

(Helen)

Texas Office 214/741-2111

Texas Residence 214/363-9781 (probably best number for today
and tomorrow)

Washington Office 202/757-5900

Washington Residence 202/965-9475 ^{NA}(probably best number for
Thursday and Friday)

FATHER TED HESBURGH

Office 219/283-6383

Residence no number

Will do

Tonight he will be at the Waldorf in New York:

212/355-3000

Jimmy Carter
Plains, Georgia 31780

Carter Calls

- ✓ Rusk
- ✓ Heeburgh
- Strawser
- V. Jordan
- Irving Shapiro
- Owen Cooper
- Tom McCall
- Clark Clifford
- Sorenson
- H. Ford
- D. Rockefeller
- ✓ C. Schultz - ²⁰²W06-5667
- L. Woodcock
- G. Meany
- ✓ H. Owen
- ~~J. Rusk~~
- Coretta King
- Paul Austin

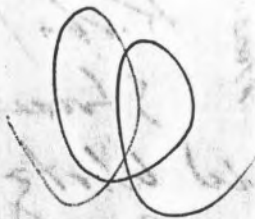
Ed Harte - Corpus Christi News
Walter Whiston
Hosbrough
Sorensen
Ymington

Tony Amsterdam
Lane Kirkland
Doug Fager
Lance / Adie Wyatt
Kirbo / V Jordan
Earl Graves
Strauss - Clifton Wharton
W Wirtz Mich St
R Weaver Irving Shapiro
Hammann Sol Liner, Jr
L B Johnson Welter Heller
Lucy Benson C Clifford C
Mary Wells Lawrence Cyril Magnin
Pat Harris
Marion Edelma
Barbara Newell

516

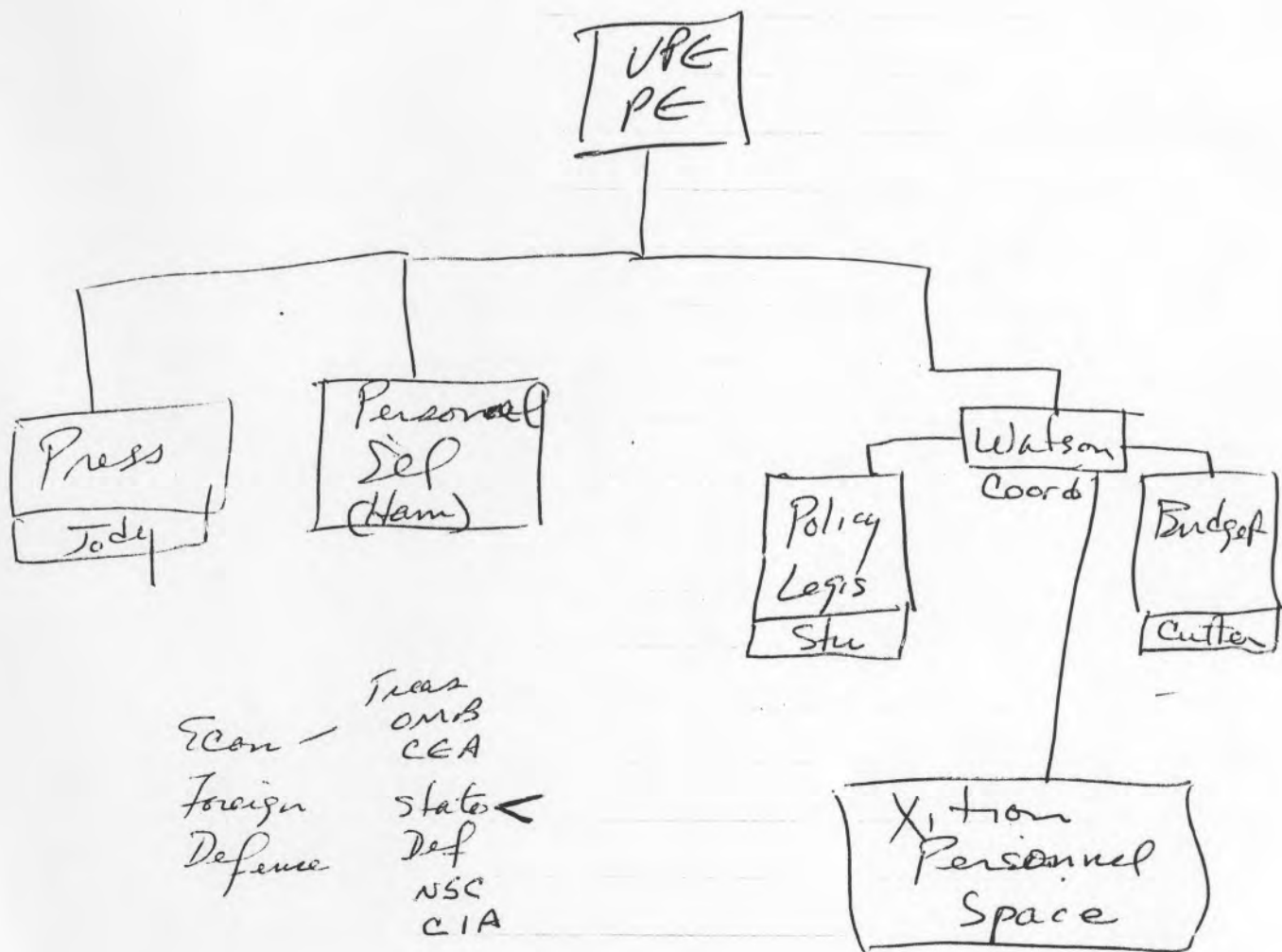
New York

SD 4-465-1



Bob
Lipshutz

1976 Gen Elect
Inaugural - Barty / Tirana
Transition - \$2,000,000
DNC



ST
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AG
AG
DOT
HUD

VP
Kirkland
Harriman
Lacey
McDilman
Carol Forman
Lucy Benson
Pat Harris

P
ok Rusk
ok Heschburg
Strauss
V Jordan
Irving Shapiro
ok H Owen Cooper
Tom McCall
Lucy Benson
ok C Clifford
Sorenson
H Ford
D Rockefeller
ok C Schultz

L Woodcock
G. Meany
R. Holbrook
ok H. Owen
ok D. Rusk
Coretta King
Paul Austin
Peter Bourne

UN
CEA
NSC

Byrd ✓

Tafmadge

Blumenthal ✓
Lang Woodward

Allen ✓

Foley

Eastland ✓

McClendon ✓

Griffin Bell
Bob Bayland
Juanita Kress

Magnuson ✓ → Edward Carlson

Energy Hollings ✓

Staggers ✓

Rodino ✓

Brooks ✓

Strauss ✓

Kanso. Pearson ✓

O'Neill ✓

Thurmond ✓ Long

Net → Gross - elim 60-70% forms
Bring labor in = elim deductions

Put inevitable amendments in bill originally

Energy tax → ins homes, etc. at source

Job bill ahead of welfare bill

Credit on pure tax for corporate tax

Buy small autos - threat of rationing

Net gas

While taxing for insurance (Soc Sec)

"Insure yourself - or else pay tax"

Net worth of U.S. is \$3 Trillion

Heavy reverse veto ok. Amend bad ones
Drop lawsuits - 200 laws

Lois Brewster
11576 Sefton St

Honolulu, Hawaii

737-6681